Cape Breton Regional Municipality

Committee of the Whole Agenda

Tuesday, November 3, 2026
9:30 a.m.

Council Chambers
Second Floor, City Hall
320 Esplanade, Sydney, Nova Scotia

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Land Acknowledgement

Roll Call

1. Approval of Agenda: (Motion required)

2. Approval of Minutes: (Previously circulated)

- Committee of the Whole Minutes – February 3, 2026
- Committee of the Whole Minutes – March 3, 2026

3. Presentations

3.1 CBRM Inclusion, Diversity, Equity, and Accessibility Plan: Kirk Durning, Director of Parks, Recreation, Building and Facilities (See page 5)

4. Corporate Services Issues

4.1 Deputy Mayor Policy: Christa Dicks, Municipal Clerk / Director of Corporate Information Services
To be Circulated Prior to Meeting

4.2 Nominations for Deputy Mayor: Christa Dicks, Municipal Clerk / Director of Corporate Information Services
(See page 51)

4.3 Gardiner Mines Recreation Society / Lease Renewal: Demetri Kachafanas, K.C., Chief Administrative Officer
(See page 54)

4.4 Coastal Conversations with CBRM: Tyson Simms, Director, Planning and Development (See page 63)

4.5 Nighttime Parades in CBRM: Stephen MacKinnon, Chief of Police (Interim) (See page 65)

5. Council Agenda Requests

5.1 Nighttime Christmas Parades: Councillor Dave MacKeigan

(See page _80_)

6. Correspondence

6.1 Provincial HST for Municipal and Local Infrastructure:

Honourable John A. MacDonald, Minister of Municipal Affairs

(See page _82_)

Adjournment



November 3, 2026

CBRM Equity, Anti-Racism, and Accessibility Plan

Council Meeting

Nancy Mitchell, MA
Director of Consulting

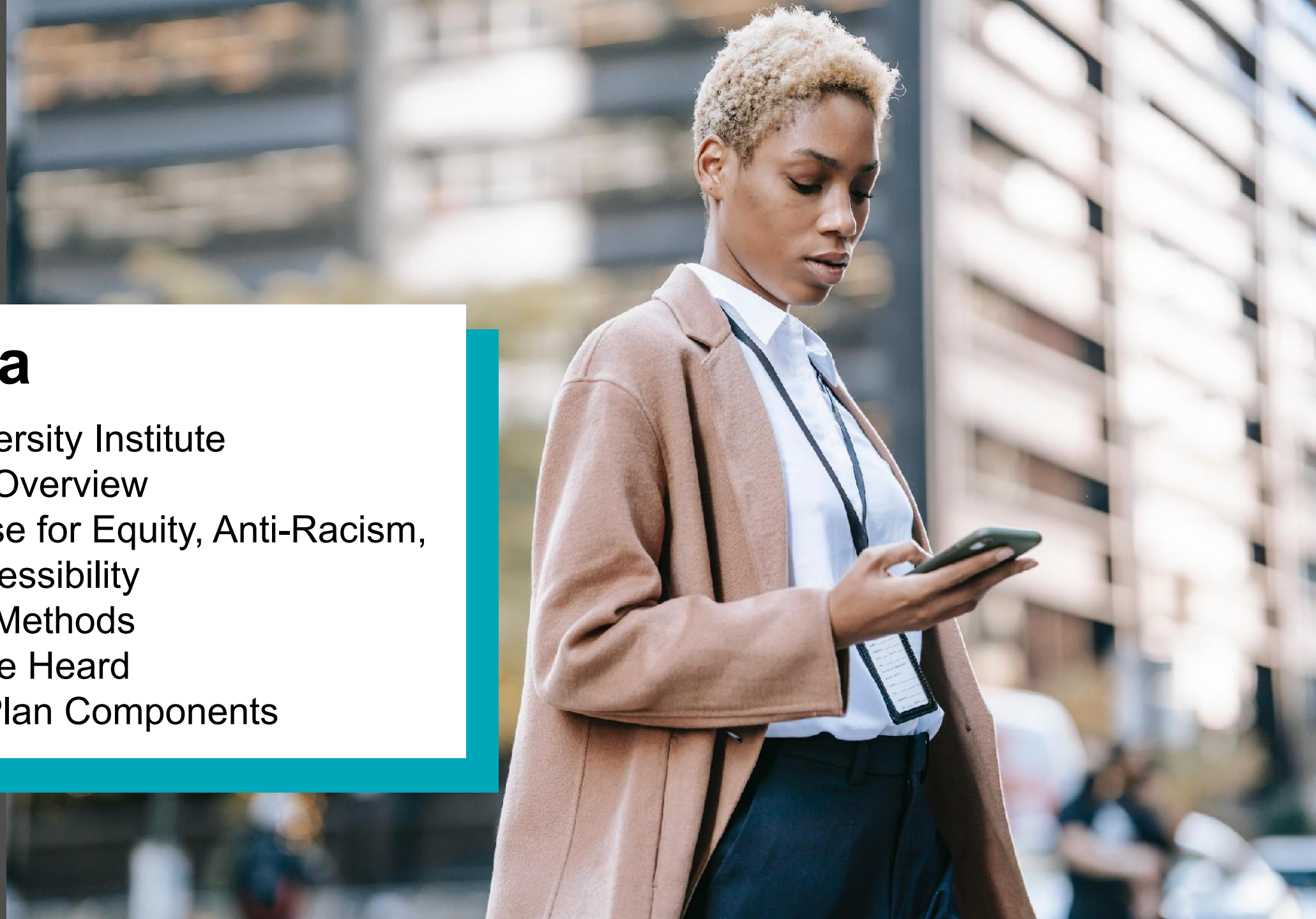
TED ROGERS SCHOOL OF MANAGEMENT | DIVERSITY INSTITUTE

Women Entrepreneurship Knowledge Hub

Future Skills Centre | Centre des Compétences futures

Agenda

- The Diversity Institute
- Project Overview
- The Case for Equity, Anti-Racism, and Accessibility
- Project Methods
- What We Heard
- Action Plan Components



The Diversity Institute

25
Years of ground-breaking research and programming

50+
Full-time research staff

300
Academic, industry, community and government partners

10
Community hubs across Canada

We focus on “what works, for whom” so that we can **innovate, replicate and scale best practices**

2,400+
served by our skills and job placement programs

Numerous bilingual programs

Founder and academic research lead for the **Future Skills Centre**

Founder of the **Women Entrepreneurship Knowledge Hub**

Project Overview

The What

CBRM partnered with the Diversity Institute (DI) to develop an **Equity, Anti-Racism, and Accessibility Plan.**

The Why

To support the work of CBRM's existing efforts (e.g. the Accessibility Plan), align with legislation, and strengthen the municipality's commitment to ensuring that everyone in the region feels a sense of belonging and is able to thrive.

The How

The Plan was developed by understanding **strengths**, **gaps**, and **opportunities** across existing municipal policies and processes, and by **engaging with communities** virtually and in person.

Purpose

This Plan establishes CBRM's overarching commitments to equity, anti-racism, and accessibility, and provides achievable actions to promote this work in meaningful ways.

The **Equity, Anti-Racism, and Accessibility Plan** is CBRM's commitment to supporting communities in all their diversity with particular emphasis on:

- Mi'kmaq and Persons of Indigenous Descent
- Women
- Gender diverse people
- African Nova Scotians and Persons of African Descent
- Racialized people
- Persons with disabilities
- Members of the 2SLGBTQIA+ community
- Immigrants and newcomers

The Case for Equity, Anti-Racism, and Accessibility



Broaden the talent pool and overcome skills gaps



Respond to increasingly diverse communities and gain support from diverse stakeholders



Foster innovation, creativity, and diverse thought



Mitigate legal and reputational costs



Increase employee satisfaction and reduce turnover

Diversity in Cape Breton

Nova Scotia has the highest proportion of gender diverse people (including transgender and non-binary people) among those aged 15 and older in Canada.

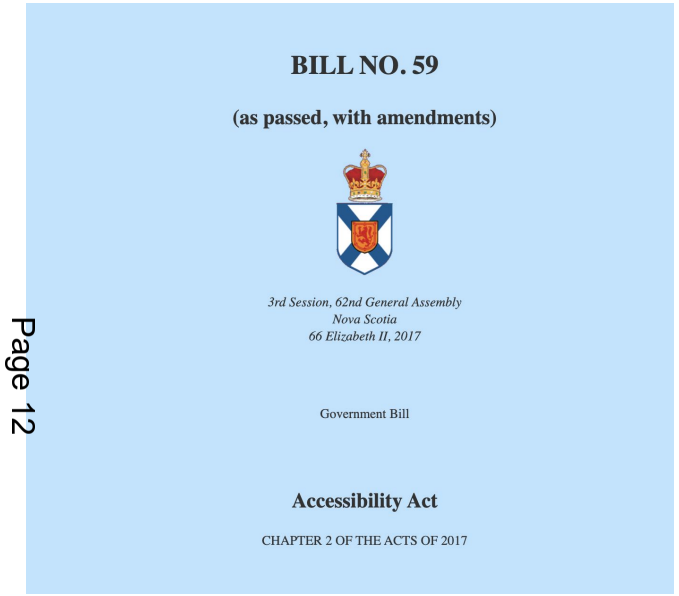
Nova Scotia has the highest disability rate in Canada at 37.9%, a figure that has risen by 7.6% since 2017

As of 2021, 5.4% of CBRM's population identifies as belonging to a racialized community, representing an increase from 2.6% in 2016.

As of 2025, 55% of CBU's student population is made of international students.

CBRM's immigrant population grew by 20.5% between 2011 and 2021.

Context in Nova Scotia


BILL NO. 59

(as passed, with amendments)

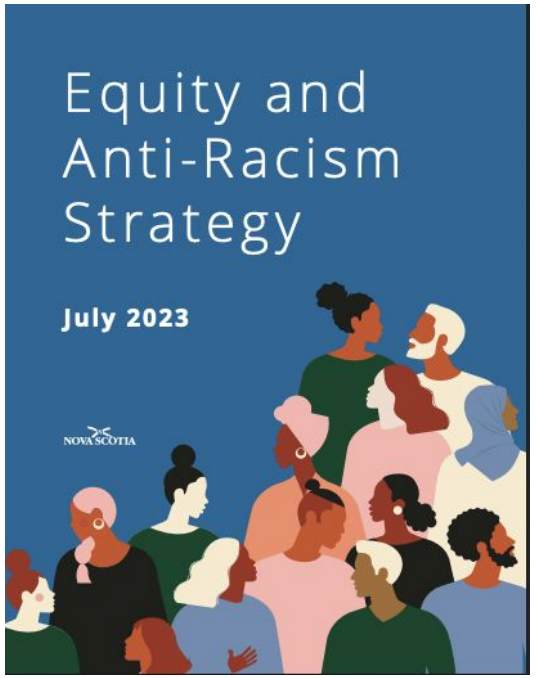
3rd Session, 62nd General Assembly
Nova Scotia
66 Elizabeth II, 2017

Government Bill

Accessibility Act

CHAPTER 2 OF THE ACTS OF 2017

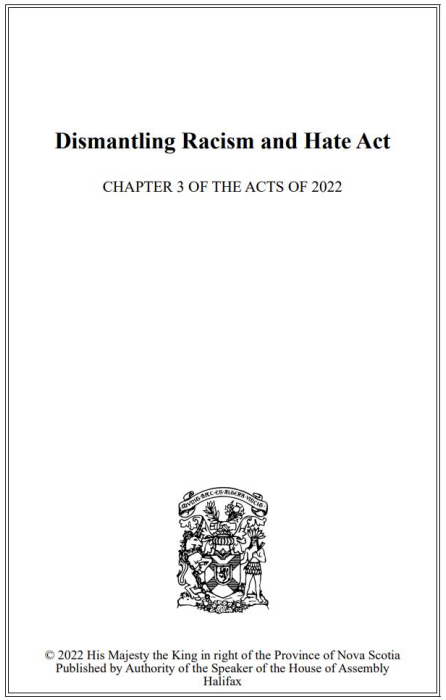
Accessibility Act



Equity and Anti-Racism Strategy



"All Together"


Dismantling Racism and Hate Act

CHAPTER 3 OF THE ACTS OF 2022

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Published by Authority of the Speaker of the House of Assembly
Halifax

Dismantling Racism and Hate Act

Building on CBRM's Work

The Equity, Anti-Racism, and Accessibility Plan will build upon the already existing strategies and standards within CBRM, such as:

Parks and Recreation Master Plan

Active Transportation Plan

Municipal Wayfinding Strategy

Built Environment Accessibility Standard

Accessible Signage Standard

Nova Scotia Building Code Regulations

Project Methods

1 Document Review

The DI team **reviewed CBRM policies and processes** shared by CBRM to understand context, existing efforts within the municipality, gaps, and opportunities. We coupled this with a review of legislation and similar plans from other municipalities.

2 Community Engagement

DI collaborated with the CBRM team to **develop a community engagement plan** to host virtual and in-person sessions, alongside a **municipality-wide survey** to understand community perspectives.

Project Methods

3 Data Analysis

DI analyzed the data from survey and community sessions to identify **strengths, gaps, and opportunities.** A summary report (what we heard) and presentation back to CBRM.

4 Plan Development

DI developed the final action plan, using the findings from the document review and community engagement, aligned it with the required legislation. This final plan was developed in close collaboration with the CBRM project team and leadership, including:

- Project Kick-Off Meeting (July 2025)
- First Review (February 2026)
- Second Review (March 2026)
- Check-In Directors' Meeting (April 2026)
- Director Review (April - May 2026)
- Final Review (June 2026)

What We Heard - Insights from Communities

Community members shared the importance of:

- **Building trust** through sustained action towards equity, anti-racism, and accessibility.
- **Building knowledge and capacity** to promote equity, anti-racism, and accessibility across CBRM leaders, staff, and communities, and proactively communicating its importance.
- **Communicating openly, regularly, and accessibly** with communities on initiatives to increase awareness and transparency.
- **Proactively engaging communities** on perspectives and needs early on to shape initiatives.
- Promoting CBRM as an **inclusive and welcoming place to work.**

What We Heard

- **Embedding accessibility, universal design, equity, and inclusion principles and actions** into the design and development of initiatives and services early on and throughout.
- Ensuring that the built environment, initiatives, and services are **accessible and inclusive in their entirety.**
- Exploring **partnerships with local community organizations** to support services and initiatives.
- **Expanding connectivity and promoting inclusion** by expanding services beyond the Downtown Sydney core and ensuring linkages between transportation and services.

Action Plan Components

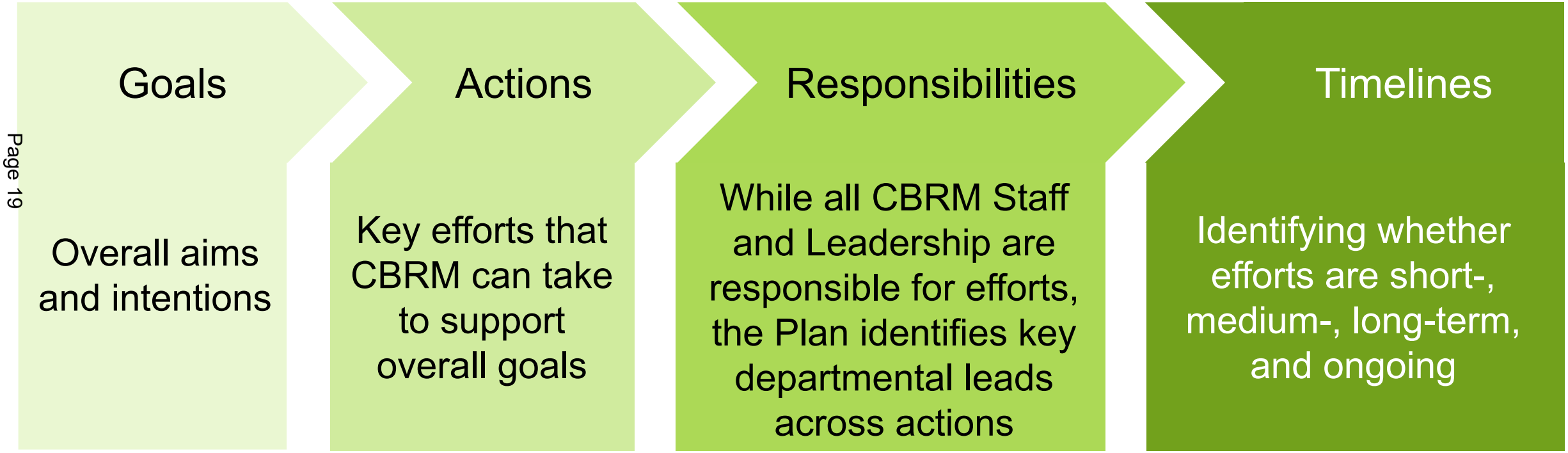
Through this Plan, we strive to continuously address barriers across municipal processes, particularly in:

CBRM Leadership Commitments

The Built Environment	Goods and Services	Information and Communications
Transportation	Municipal Employment	Public Awareness

Plan Components

The Plan is organized into the following sections:



Example

Theme 1: Leadership Commitments

Recommended Actions	Responsibility (Role/Department)	Timeline
Awareness and capacity-building and training ● Promote the history of CBRM, including Indigenous Peoples' histories and the histories of diverse communities ● Ensure information on equity, inclusion, anti-racism, and accessibility (what it is, importance, benefits, and ways of incorporating it into municipal efforts) is provided to Council, leadership, and staff, and specific competencies for different staff levels and leadership ○ Develop a training plan that includes information on equity, inclusion, anti-racism, cultural competence, cultural humility, accessibility, and recognition of different types of disabilities to CBRM staff (leverage free and online training as well as tailored training) ● Leverage best practices from other municipalities to implement actions	Department Leads	Medium-term for initial capacity building plan Ongoing for regular training

Questions

Thank You

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Cape Breton Regional Municipality

Equity, Anti-Racism, and Accessibility Plan



TED ROGERS SCHOOL OF MANAGEMENT | DIVERSITY INSTITUTE

The Diversity Institute undertakes research on diversity in the workplace to improve practices in organizations. We work with organizations to develop customized strategies, programming, and resources to promote new, interdisciplinary knowledge and practice about diversity with respect to gender, race/ethnicity, Aboriginal peoples, abilities and sexual orientation. Using an ecological model of change, our action-oriented, evidence-based approach drives social innovation across sectors.

CAPE BRETON
REGIONAL MUNICIPALITY

The Cape Breton Regional Municipality is the second largest metropolitan area in Nova Scotia and the third largest in Atlantic Canada. With a population of over 100,000, the CBRM features a world-class deep water port, the Fortress of Louisbourg National Historic site, the internationally acclaimed Cape Breton University and the Sydney Waterfront Campus of the Nova Scotia Community College.

Cape Breton Regional Municipality is the home of Canada's Coast Guard College and the gateway to Newfoundland & Labrador via Marine Atlantic's ferry terminal at North Sydney.

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Executive Summary

Cape Breton Regional Municipality (CBRM) has developed the Equity, Anti-Racism, and Accessibility Plan ("the Plan"), emphasizing our commitment to ensuring that everyone in our region feels a sense of belonging and is able to thrive. The Plan aligns with existing provincial legislation, namely the *Accessibility Act* and the *Dismantling Racism and Hate Act*, and further emphasizes the benefits that equity, anti-racism, and accessibility brings to diverse individuals and communities by removing barriers and supporting equitable outcomes for all. The Plan includes actions to address barriers and enhance equity, anti-racism, and accessibility across themes:

- CBRM leadership commitments
- Public Awareness
- Information and Communications
- Goods and Services
- The Built Environment
- Transportation
- Municipal Employment

To develop the Plan, CBRM partnered with the Diversity Institute (DI) from Toronto Metropolitan University (TMU) and Cape Breton University. The Plan was developed by understanding strengths, gaps, and opportunities across existing policies and processes, and by engaging with communities virtually and in-person.

The Plan

The Plan is organized into themes with:

- Goals: overarching aims and intentions
- Actions: taken to support goals
- Responsibilities: the various CBRM divisions that will move this work forward
- Timelines: identifying whether actions are short, medium, long-term, and ongoing



Ultimately, this Plan establishes CBRM's overarching commitments to equity, anti-racism, and accessibility, and provides tangible actions to promote this work in meaningful ways.

About the Action Plan

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Purpose

Cape Breton Regional Municipality (CBRM) recognizes the benefits that supporting communities in all their diversity brings, and we aim to ensure that everyone feels a sense of belonging and can thrive. The Equity, Anti-Racism, and Accessibility Plan ("the Plan") is CBRM's commitment to supporting communities in all their diversity with particular emphasis on Mi'kmaq and Persons of Indigenous descent, women and gender diverse people, African Nova Scotians and Persons of African descent, racialized people, persons with disabilities, members of the 2SLGBTQIA+ community, and immigrants and newcomers. Through this Plan, we strive to continuously address barriers across municipal processes, particularly in:



The Plan aligns with existing provincial legislation, namely the *Accessibility Act* and the *Dismantling Racism and Hate Act*. Further, the Plan aligns with the actions identified in the Truth and Reconciliation Commission's Calls to Action and the National Inquiry into Missing and Murdered Indigenous Women and Girls' Calls to Justice. It builds on existing municipal efforts for equity, anti-racism, and accessibility, and emphasizing its importance, including:

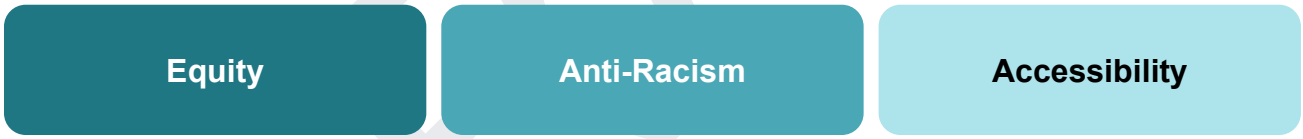
- Municipal Planning Strategy (2023) and supportive policies (the Respectful Workplace Policy and the Human Rights and Harassment Policy)
- Actions within the existing Accessibility Plan, including:
    - Upgrades to spaces considering accessibility through the CBRM Parks and Recreation Masterplan
    - CBRM website refresh for increased clarity and accessibility of information
    - Ongoing initiatives through the Planning, Buildings, Public Works and Engineering Departments to ensure newly constructed buildings comply with Nova Scotia Building Code Regulations and the Built Environment Accessibility Standard

- A municipal wayfinding strategy with signage to locate essential amenities and accessibility supports, with funding secured for implementation
- Efforts currently underway through the Clerks and IT department to ensure all communication is delivered in accessible formats and can support the use of assistive technology
- Assistive listening technology embedded in community centers (e.g. Centre 200)

The Plan represents the CBRM's commitment to legislative requirements and the needs of the broader community. To ensure that the Plan is actionable, CBRM leadership and Council will work collaboratively to support financial capacity and governance frameworks that incorporate equity as a key consideration – along with risk, cost, climate resilience, and more – in asset prioritization and revitalization.

Defining Equity, Anti-Racism, and Accessibility

Linking together equity, anti-racism and accessibility strengthens community access to a broad range of programs, services and initiatives in addition to creating more fair outcomes and equitable opportunities for all. These core concepts are defined as:



- **Equity**: recognizes the diverse needs of people and communities and applies strategies to address and mitigate barriers so that everyone has access to opportunities, resources, and the support they need.[1,2]
- **Anti-Racism**: the ongoing process of examining past and continuing impacts of colonialism and racism within society, structures, and systems. This requires addressing biases and barriers at the societal, organizational and individual levels to ensure fair and equitable outcomes for all.[3,4]

[1] Modified from: Government of Nova Scotia. (2023). *Equity and Anti-Racism Strategy*. https://novascotia.ca/just/publications/docs/equity-and-anti-racism-strategy.pdf.

[2] Modified from: The 519. (2020). *The 519 Glossary of Terms*. https://www.the519.org/education-training/glossary.

[3] Modified from: Recreation Nova Scotia. (2022). *Anti-Racism Charter in Recreation*. https://www.recreationns.ca/documents/initiatives/609-anti-racism-charter-in-recreation-en/file.html.

[4] Modified from: Government of Canada. (2023). *Anti-racism lexicon*. https://www.canada.ca/en/department-national-defence/services/systemic-racism-discrimination/anti-racism-toolkit/anti-racism-lexicon.html.

- **Accessibility**: the proactive design of spaces, programs, services, products, initiatives, policies, and more, that meet the needs of persons living with disabilities to promote and ensure full participation.[5,6]

Benefits of Equity, Anti-Racism, and Accessibility

Embedding equity, anti-racism, and accessibility in CBRM efforts and processes not only ensures that CBRM meets legislative requirements, it also has key benefits, including:

Advancing CBRM's Strategic Plan goals

Strengthening municipal decision-making by integrating diverse perspectives and ensuring that policies and practices reflect diverse lived experiences

Addressing barriers for communities in policies, programs, services, as well as in physical and virtual infrastructure

Designing and delivering inclusive programs and services that are tailored to the needs of diverse individuals

Promoting growth by creating and strengthening economic opportunities for diverse communities, and attracting diverse businesses to the municipality

Tapping into a diverse talent pool to fill labour and skill shortages

CBRM Commitments

Vision Statement

Through ongoing collaboration with communities, CBRM will be a municipality where all people are welcomed, supported, and are able to thrive. It will be a municipality where a sense of pride is evident, and where diverse perspectives lead to innovation and positive

[5] Modified from: Government of Nova Scotia. (2023). *Equity and Anti-Racism Strategy*. https://novascotia.ca/just/publications/docs/equity-and-anti-racism-strategy.pdf.

[6] Modified from: Accessibility Services Canada. (2026). *Definitions*. https://accessibilitycanada.ca/get-help/definitions/.

Mission Statement

> Barriers across municipal processes are continuously mitigated and addressed for communities in all their diversity.

Guiding Principles

CBRM will rely on the following principles when designing, implementing, and reviewing municipal policies and processes:

- **Inclusion:** mitigating and addressing barriers for communities to fully engage in municipal services, initiatives and offerings
- **Engagement:** continuous efforts to understand community needs and perspectives, and collaboration with communities on solution-building
- **Openness:** curiosity and willingness to identify and consider different, innovative ideas to support municipal decision-making
- **Transparency:** timely follow-through on community questions and needs
- **Accountability:** feedback loops on actions taken from engagement

Developing the Plan

CBRM partnered with the Diversity Institute (DI) to develop the Plan through an iterative, collaborative and interactive process, in an effort to understand existing strengths, gaps, and opportunities for change:



Document Review

DI reviewed existing CBRM policies and processes across awareness and education; information and communications; goods and services; the built environment; transportation; and municipal employment, as well as overarching documents including the Municipal Planning Strategy 2023. This review identified current strengths, gaps, and opportunities for embedding equity, anti-racism, and accessibility within policies and processes.

Engagement

DI worked closely with CBRM to develop a community engagement plan to understand the perspectives of diverse communities in the region, including Mi'kmaw and Indigenous Peoples, people of diverse gender identities, African Nova Scotians and persons of African descent, racialized people, persons with disabilities, newcomers and immigrants, and members of the 2SLGBTQIA+ community.

Mapping and Planning

In collaboration with CBRM and a faculty member at Cape Breton University, DI identified organizations led by/supporting Indigenous Peoples and equity-deserving groups, with an emphasis on intersectionality, along with locations (libraries, community centres, etc.) where information on sessions and the survey could be shared to reach diverse populations. An engagement plan was developed to mitigate participation barriers for diverse communities. DI and CBRM then reached out to communities using various channels including the CBRM website, social media, newsletters, radio, intentional emails, phone calls, and in-person visits.

Sessions and Survey

DI used a mixed-methods engagement approach, with three in-person sessions in North Sydney, Sydney, and Glace Bay, one virtual session open to the public, and a municipal-wide survey. To promote transparency throughout the process, DI developed pre-session documents on the purpose

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and goals of engagement, as well as data privacy for participants. Sessions promoted knowledge sharing and the survey promoted anonymous feedback-sharing to understand community perspectives.

What We Heard

Communities shared a wide array of considerations and specific actions for driving change across leadership commitments, goods and services, awareness and education, information and communications, the built environment, transportation, and municipal employment. Broadly, communities shared the importance of:

- Trust-building between CBRM and communities that is demonstrated through proactive and sustained effort and action towards equity, anti-racism, and accessibility
- Building knowledge and capacity of equity, anti-racism, and accessibility across CBRM leaders, staff, and communities, and proactively communicating the importance of this work
- Embedding accessibility, universal design, equity, and inclusion principles and actions into the design and development process for initiatives and services from design to delivery
- Ensuring that the built environment, initiatives and services are accessible and inclusive in their entirety (for example: if a building is accessible, then there is also accessible parking nearby)
- Exploring partnerships with local community organizations to support services and initiatives
- Expanding connectivity and promoting inclusion by reviewing services and transportation/transit connections throughout the municipality
- CBRM communicating openly, regularly, and accessibly with communities on initiatives to promote awareness and transparency
- CBRM proactively engaging communities on perspectives and needs, to ensure these shape initiatives early on
- Promoting CBRM as an inclusive and welcoming place to work

These high-level points provide context for the recommendations below.

Commitments to Truth and Reconciliation

CBRM commits to advancing the municipal actions outlined in the Truth and Reconciliation Commission's Calls to Action. We recognize Indigenous Peoples as the original Peoples of the land and their right to self-determination. Reconciliation requires ongoing, proactive actions and collaboration with Indigenous Peoples to address the ongoing legacies of colonialism and discrimination. CBRM commits to: recognizing

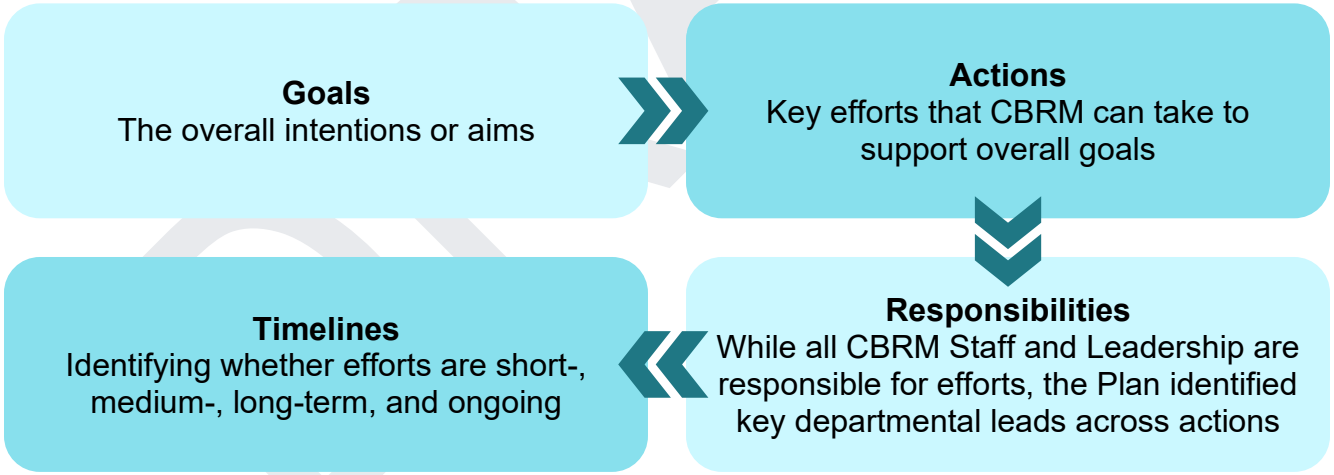
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- Using the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) as the municipality's framework for Truth and Reconciliation actions.
- Regularly reviewing municipal laws, policies, or strategies to address barriers, biases, and discrimination against Indigenous Peoples, closing gaps across domains including services and municipal employment.
- Engaging Indigenous Peoples and Elders in the development and delivery of initiatives, following Duty to Consult principles.
- Ensuring that CBRM staff have training and capacity building on the history of Indigenous Peoples and the legacies of colonialism and residential schools, as well as education on UNDRIP, Treaties and Aboriginal rights, Indigenous law, and Aboriginal–Crown relations.

CBRM further commits to supporting and collaborating on self-determined and Indigenous-led solutions towards the National Inquiry into Missing and Murdered Indigenous Women and Girls' Calls to Justice.

Action Plan Components

The Plan includes key elements per theme to promote transparency of and accountability towards commitments:



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Action Plan Recommendations

Theme 1: Leadership Commitments

Leadership and Council sets tone from the top and expectations for equity, anti-racism, inclusion, and accessibility across all staff and communities in the municipality. This is done through ongoing communications and awareness-raising, capacity building for implementing these principles within all municipal processes, and establishing frameworks for asset management, risk-based prioritization, and capital planning processes that integrate equity.

Goals: Ensure that CBRM leadership and Council:

Communicate the importance and benefits of equity, anti-racism, and accessibility across CBRM initiatives and embed these principles within municipal initiatives

Build relationships with communities and leverage community perspectives to better inform initiatives

Foster collaboration with other levels of government to develop supports for communities

Recommended Actions	Responsibility (Role/Department)	Timeline
Set tone from the top: ● Increase communications with community, including public statements from Council on important issues ○ Strengthen allyship from leadership including communicating the importance of equity, anti-racism, and accessibility and dispelling myths around international students, immigration, and economic hardship	Communications, Mayors Office, and Council	Ongoing
Establish capital planning and decision-making frameworks:	Council and Leadership	Ongoing

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• Embed equity is a key consideration alongside risk, condition, cost, regulatory compliance, and climate vulnerability when developing and/or prioritizing projects and initiatives across the municipality • Develop or strengthen capital planning and prioritization policies to support equity within projects and initiatives		
Establish common standards and update policies: • Ensure that all leaders and staff have general, standard processes/procedures for mitigating barriers for diverse communities to engage in municipal services/initiatives and for embedding accessibility across services/initiatives • Update outdated policies with inclusive terminology and updated processes	Leadership, Council, and specific departments	Medium-term for the development of processes/procedures and ongoing thereafter
Enhance accountability: • Provide transparency on projects/initiatives and implement clear and transparent timelines for projects/initiatives to improve accountability and community awareness • Include accessibility and equity as components of financial planning and review budgets to support efforts	Leadership and Council in collaboration with departments for updates	Ongoing
Enhance collaboration with community organizations: • Strengthen collaboration, partnerships, and information sharing with community organizations and Indigenous communities to understand the barriers and disparities experienced by diverse communities • Enhance relationships with local communities to ensure that community experiences, perspectives, and needs are embedded into service and initiative design and development • Leverage the EDI and Accessibility committee to embed community perspectives in services and initiatives. Ensure that committee members	Leadership and Council in collaboration with departments	Ongoing

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have flexible options to engage (virtually, in-person) and that methods for engagement are accessible ● Enhance receptiveness to community solutions to existing barriers and leverage betterment policies to collaborate with communities on services and securing funding for projects.		
Strengthen governmental collaboration: ● Improve coordination across all government levels and within CBRM to improve resident quality of life (e.g. across municipal offerings as well as to support broader efforts like affordable housing, food security, supporting unhoused populations, addressing social determinants of health, etc)	Leadership and Council	Short-term for collaboration framework/strategy Ongoing for regular coordination

Theme 2: Public Awareness and Education

Goal: Enhance CBRM leadership, staff, and community awareness and education on equity, anti-racism, and accessibility: what it means, why it is important, and how we as a collective and as individuals can break down barriers.

Recommended Actions	Responsibility (Role/Department)	Timeline

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Clearly define equity, anti-racism, and accessibility to ensure streamlined understandings ● Expand understandings of disability to include invisible and episodic disabilities, and understandings of universal design ● Develop a common understanding of equity and anti-racism, their importance and benefits, and how principles can be incorporated into CBRM initiatives ○ Ensure these understandings are used to inform policies/services and that staff are provided training to support this.	Leadership, Council, Communications, all staff	Medium-term to develop an equity-lens process to ensure understandings are embedded in efforts Ongoing for its use
Awareness and capacity-building and training ● Promote the history of CBRM, including Indigenous Peoples' histories and the histories of diverse communities ● Ensure information on equity, inclusion, anti-racism, and accessibility (what it is, importance, benefits, and ways of incorporating it into municipal efforts) is provided to Council, leadership, and staff, and specific competencies for different staff levels and leadership ○ Develop a training plan that includes information on equity, inclusion, anti-racism, cultural competence, cultural humility, accessibility, and recognition of different types of disabilities to CBRM staff (leverage free and online training as well as tailored training) ● Leverage best practices from other municipalities to implement actions	Department leads	Medium-term for initial capacity building plan Ongoing for regular training

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Theme 3: Information and Communication

Goals:

Ensure municipal information is clear, consistent, accessible, and widely available

Promote two-way communication and engagement with communities

Recommended Actions	Responsibility (Role/Department)	Timeline
Provide clear and timely communication to communities: ● Expand physical and virtual communication channels, leverage events and information sessions, and share information and updates through local community organizations ● Enhance the CBRM app with notifications, emergency alerts, and service updates ● Provide robust information about initiatives in advance, with schedules and timelines that allow residents to plan, and encourage early involvement, enabling residents to contribute from the beginning of an initiative ● Develop a centralized list of the programs and services, and a digital updates platform to share updates in real-time ● Filter and monitor harmful comments on social media while allowing genuine and respectful input	Communications department and various departments for their own initiatives	Medium-term for enhancing channels and streamlined hubs Ongoing for clear and accessible communication
Ensure accessible communications: ● Create a process for accessible communication materials that all staff can follow, along with capacity-building for staff ● Ensure communication (including the CBRM website) is delivered in accessible formats and can support the use of assistive technology ○ Ensure plain, jargon-free language ○ Include image descriptions and captioned videos	Communications department as the lead, with supports for all departments to embed these standards in their efforts	Short-term for process development Ongoing for accessibility embedded into efforts

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○ Meet and exceed WCAG 2.1 standards ○ Ensure platforms can be easily used from mobile devices ● Provide information about provincial and federal resources to financially support assistive technology and accessible communications		
Support community perspective-sharing: ● Offer various formats for communities to share perspectives and feedback with CBRM (e.g. online forms, email, phone, mail, polls, suggestion boxes, surveys, regular town halls and community meetings with the Mayor, Councillors, and staff).	Communications department and CBRM leadership	Short-term for enhancing channels Ongoing for seeking community feedback
Strengthen accountability: ● Share progress on projects and services, as well as details on action taken from community engagement proactively ● Share where funding was used (e.g. if a grant was sought for a specific project, share this with communities to enhance transparency on decision-making) ● Respond to communities in a timely manner and demonstrate how feedback is used and what decisions are made	Communications department and CBRM leadership	Ongoing for updates

Theme 4: Goods and Services

Across all Goods and Services

Goals: Ensure the development and delivery of services leverages community perspectives, are offered throughout the region with adequate transportation options, and meet customer service, accessibility, and inclusion standards.

Recommended Actions	Responsibility (Role/Department)	Timeline
Standard service design and delivery:	Leadership	Long-term for standards and ongoing

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• Leverage equity and accessibility standards to mitigate barriers and embed universal design principles within design and delivery of services ○ Ensure staff are onboarded to this standard • Reduce siloes across municipal departments and enhance collaboration to better ensure that when residents have questions, staff are equipped to support		for regular efforts
Leverage data-informed decision-making: • Collect quantitative and qualitative data on service usage and experiences to inform improvements and offerings	Leadership and departments	Long-term to ensure establish a data collection mechanism Ongoing for regular data collection and review
Provide and ensure equitable access to goods and services across the region: • Review the location of services across the municipality for equity and accessibility along with other existing considerations like density, demand, land use, asset condition, and climate exposure • Engage with the EDI and accessibility committee to ensure that equity, accessibility and anti-racism principles are included in the planning and offering of services • Ensure services work with assistive technologies	All departments	Ongoing
Engage communities in design and delivery: • Collaborate with community organizations to embed needs and perspectives within services (e.g. work with disability-focused organizations on programming)	Various departments	Ongoing

Parks and Recreation

Goal: Provide affordable, welcoming, accessible, universally-designed, and safe recreation and parks services that meet the needs and preferences of communities in all their diversity

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Recommended Actions	Timeline
Review parks and facilities for accessibility and safety considerations: ● Infrastructure: consider lighting in parks, benches and rest stops, paved pathways and supportive railings, accessible and gender neutral washrooms, encourage scent-free spaces, enforce no smoking in parks, and ensure parks and buildings are cleaned regularly ● Connectivity: review recreation facilities to identify gaps in transportation access (foot, bicycle, public transport) and accessibility needs (e.g. accessible parking spaces at venues) ● Embed sensory play opportunities within playgrounds for children with disabilities	Ongoing
Ensure affordable and inclusive programs and facilities: ● Offer inclusive programs for different age groups and abilities, and provide supportive programming for children with disabilities, including children with autism and children who are neurodivergent (e.g. more community integrative programs, sensory stimulation activities, etc.) ● Ensure staff have training on supporting children with disabilities, and avoid unintentionally segregating children with disabilities from broader programs ○ Partner with community groups to develop and deliver this training ● Ensure outreach for programs use diverse images so that communities see themselves reflected in offerings	Ongoing Ongoing for program development Short-term for staff capacity building Short-term for inclusive communications
Enhance transparency of services and offerings: ● Install more signage that welcomes visitors and informs them about available facilities ● Ensure information about events and schedules are easy to find and are in plain language and in different formats (e.g. multilingual, braille, QR codes to hear, etc.) ● Develop a user-friendly facilities booking system	Medium-term for updating communications Ongoing for continued efforts Medium-term for a clear booking system

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Goal: Support local organizations and businesses to grow, thrive, and provide services to CBRM.

Recommended Actions	Timeline
Enhance support to and collaboration with community groups and non-profits: ● Involve communities in planning processes to ensure that supports are equitable, accessible, and effective in addressing local challenges ● Expand partnerships between CBRM and non-profit organizations to support community development initiatives ● Promote transparency on where funding is spent (funding spent locally, on large vs. small and medium organizations, diversity among organization ownership)	Ongoing for partnership expansion Medium-term for reviewing procurement/partnership requirements and establishing a process for tracking funding
Improve information finding and follow-up: ● Use multiple channels, including social media and radio to provide clear and concise updates on public projects ● Ensure permitting information is clear with straightforward filing steps ● Review permitting processing time to enhance efficiency	Short-term to update processes Ongoing for regular updates

First Responders and Policing

Goal: Apply restorative justice models and leverage community perspectives to inform emergency services.

Recommended Actions	Timeline
Restorative justice and capacity building: ● Ensure approaches emphasize restorative justice models, and strengthen/build upon efforts to provide continuous learning and training on topics related to cultural awareness, diversity and anti-racism, mental health interventions, and interacting with individuals with disabilities	Medium-term for developing a plan Ongoing for recurring training

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Community outreach and transparency: ● Build relationships with communities to understand experiences and embed these within services, de-escalation, and crime prevention ● Share updates and information on service efforts regularly in plain language, leveraging accessible standards	Ongoing
Representation and cultural competency: ● Build upon existing efforts for attracting and recruiting a diverse population to ensure that emergency response staff are reflective of the communities they serve by partnering with various community organizations, enhancing communication efforts, fostering positive relationships with communities, highlighting the benefits of the work, and more ● Where possible, consider sensitivities of reporting processes and mitigate the re-traumatization of communities (e.g. reporting issues of assault or sexual violence to same-gender officers would be more comfortable for some, survivors avoiding the need to share their story with multiple different staff, etc.)	Medium-term to identify barriers and opportunities in hiring and retention Ongoing for ensuring sensitive services include people with lived experiences

Garbage and Recycling

Goal: Enhance consistency in delivery and awareness of scheduling.

Recommended Actions	Timeline
General operational improvements: ● Review services for consistency across urban and rural areas ● Improve maintenance and cleanliness of collection points	Long-term to strengthen efforts and ongoing for services
Communication and awareness: ● Ensure clear and simple access to schedules (e.g. “one-click” link) and offer more accurate guidance for new residents on collection areas, rules, and sorting ● Update the municipal app and restore reliable notifications ● Provide clearer and consistent communication before making any changes to services	Short-term to implement initiatives and ongoing for services

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Water/ Wastewater

Goal: Enhance clean, reliable services for all.

Recommended Action	Timeline
Clean, reliable, and transparent services ● Notify residents promptly about any advisories or maintenance work ● Review odor, discolouration, and pressure issues throughout the region to support adequate services for all	Long-term for service updates Ongoing for services

Theme 5: The Built Environment

Goal: Leverage universal design in the design, development and retrofit of infrastructure, promoting accessibility and inclusion in municipal buildings, sidewalks, and roads

Recommended Actions	Responsibility (Role/Department)	Timeline
Universal design and engineering standards: ● Leverage existing engineering standards and develop guiding principles for accessibility, equity, and universal design in asset management and design processes: ○ Develop standards for parks, trails, building, sidewalks, and roads that include accessibility in design, coordination during construction to avoid multiple projects at once, promoting connectivity, etc. ● Support holistically accessible infrastructure (e.g. while a building may be accessible, accessible parking is missing. While a play structure may have accessibility features, the pathway to the structure is not paved)	Departments Responsible for Infrastructure Projects	Medium-term to develop an equity-lens Ongoing for its use

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• Undertake ongoing reviews of existing infrastructure for outdated or broken accessibility features • Engage the Accessibility Advisory Committee in infrastructure planning and implementation		
Municipal buildings & public facilities: • Promote accessibility within facilities including: automatic doors, ramps, elevators, and properly sized accessible washrooms; fragrance-free spaces; accessible parking; and consider sensory barriers (e.g. lighting and crowd control)	Parks, Recreation, Buildings and Facilities	Long-term and ongoing
Road condition and sidewalk accessibility: • Support accessibility by: repaving roads promptly after underground or utility work is completed; ensuring that sidewalks, curbs, and gutters meet accessibility standards (smooth surfaces, proper curb cuts, etc.); reviewing sidewalk allocation on key routes (e.g. around schools); ensuring that crosswalks are clearly marked with sufficient crossing time; and enforcing bylaws related to road and sidewalk maintenance more consistently	Public Works	Long-term and ongoing
Timely services in key areas: • Support accessibility by: clearing sidewalks, roads, crosswalks and secondary roads before they turn icy and removing snowbanks that block intersections, parking, transit, and businesses	Snow and Ice Removal Services	Long-term and ongoing
Communication, updates and repairs: • Provide clear, prompt information on major road and sidewalk projects, including start/end dates, parking rules, and alternate access routes, and general expectations, including which routes are prioritized and why • Leverage multiple channels for updates (e.g. social media, an online plow-tracking map, CBRM website, etc.) • Coordinate projects to avoid major routes under construction at the same time • Regularly review infrastructure to support timely repairs	Public Works, Snow and Ice Removal Services, and Communications	Long-term and ongoing

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Theme 6: Transportation

Goals:

Ensure a variety of transportation types are available between Downtown Sydney and surrounding regions, as well as between services

Provide regular, reliable transit service

Enhance safety, visibility, and accessibility within transit-related infrastructure

Active Transportation

Recommended Actions	Responsibility (Role/Department)	Timeline
Universal design and engineering standards: ● Leverage existing engineering standards and develop guiding principles for accessibility, equity, and universal design in asset management and design processes of active transportation systems and routes.	Council, Leadership, Engineering, and Active Transit	Long-term for standards Ongoing for their use
Enhanced, safe active transit routes ● Review walking and cycling paths between services for accessibility, protection from cars, and clearly marked signage ● Promote traffic calming and safety improvements in the most popular and highest-traffic areas ● Enhance visibility in crosswalks through bumpouts, specifically in school zones and commercial areas	Active Transit	Long-term

Transit

Recommended Actions	Responsibility (Role/Department)	Timeline

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Universal design and engineering standards: ● Leverage existing engineering standards and develop guiding principles for accessibility, equity, and universal design in asset management and design processes of transit systems.	Council, Leadership, Engineering, and Active Transit	Long-term for standards Ongoing for their use
Transit accessibility, availability, and reliability: ● Review and expand transit service availability and frequency across the municipality (particularly in communities located outside of downtown) so residents can access programs, services, supports, and employment opportunities ○ Use information on community and ridership needs, particularly to support the demands of increasing student ridership ● Reconsider express routes, shuttle loops, and direct connections between key destinations	Transportation	Long-term
Improve information sharing: ● Improve route maps, and enhance communication (including audio announcements for people with sight-related disabilities) ● Provide better communication on transit routes, such as changes, costs, and service interruptions	Transportation	Long-term for improvements Ongoing for communication
Bus shelter safety: ● Enhance lighting, seating, and snow removal in and around shelters	Transportation	Medium-term for updates Ongoing for maintenance
Access-A-Bus ● Review the definition of "disability" and the documentation requirements on the Access-A-Bus application form to recognize visible and invisible disabilities	Transportation	Medium-term

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• Revise the conditions for usage to ensure that persons with disabilities are not restricted to using the service primarily for medical appointments (as this limits agency) ○ Extend and/or develop additional accessibility transportation solutions to support a broader range of accessibility needs (visible and invisible)		

Theme 7: Municipal Employment

Goals: Engage diverse talent pools in recruitment and ensure that staff in all their diversity are supported in the workplace.

Recommended Actions	Responsibility (Role/Department)	Timeline

Recruitment and hiring processes
• Conduct a review of existing processes (outreach, recruitment, and selection) for barriers and biases
  ○ Continue to consider funding opportunities that support the removal of barriers and improve hiring practices
• Outreach
  ○ Enhance outreach of opportunities including partnering with community organizations and schools to reach communities with opportunities
  ○ Enhance the visibility of people in all their diversity in recruitment materials
• Recruitment
  ○ Base decisions on proper credentials, experience, and work ethic
  ○ Review hiring requirements and credentials to match the job needs (e.g. certain educational requirements or fitness requirements)
  ○ Ensure postings are accessible, jargon-free, and clear
• Selection
	Human Resources	Medium-term for processes
		
		Ongoing for regular efforts

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○ Consider other methods of evaluation aside from interviews ○ Establish guidelines for mitigating biases in the interview process (e.g. credentials, experience, language skills, and job fit) ○ Consider leveraging external hiring agencies to support fair recruitment processes		
Workplace culture ● Ensure up-to-date employment policies to support staff including clear reporting processes ● Promote accessibility within the workplace ● Offer training courses and workshops on customer service, diversity, and sensitivity ● Reduce siloes and promote internal collaboration and information-sharing ● Undertake a pay equity review and examine benefits and parental supports, ensuring they are available for all staff (e.g. parental leave for fathers) ● Ensure staff perspectives and feedback inform decision-making (e.g. staff surveys and efforts from managers to understand needs) ○ Conduct mandatory exit interviews (anonymous, possibly through an external firm) to understand experiences	Human Resources and Department Leads	Medium-term for policies Ongoing for inclusive culture efforts
Development and promotion ● Review processes for employee feedback, performance reviews, and professional development opportunities to ensure that staff have access ● Review promotion processes to mitigate biases	Human Resources and Department Leads	Medium-term for process review Ongoing for inclusive culture efforts

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Conclusion

Ultimately, CBRM recognizes the importance and benefits of mitigating and addressing barriers for people and communities in our region. The Plan is our commitment to supporting communities in all their diversity with particular emphasis on Mi'kmaq and Persons of Indigenous descent, women and gender diverse people, African Nova Scotians and Persons of African descent, racialized people, persons with disabilities, members of the 2SLGBTQIA+ community, and immigrants and newcomers. Aligning with the *Accessibility Act* and the *Dismantling Racism and Hate Act*, the Plan provides goals, actions, responsible departments, and timelines for change across:

- CBRM leadership commitments
- Public Awareness
- Information and Communications
- Goods and Services
- The Built Environment
- Transportation
- Municipal Employment

We aim to continue collaborating with communities to promote equity, anti-racism, and accessibility in all efforts, and to share updates on efforts to support awareness, transparency, and accountability.

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Cape Breton Regional Municipality

INFORMATION REPORT

TO:	Mayor and Council
SUBMITTED BY:	Christa Dicks, Municipal Clerk and Director of Corporate Information Services
DATE:	October 28, 2026
SUBJECT:	Nomination for Deputy Mayor

The annual selection of a Deputy Mayor is required under the CBRM Policy Respecting the Deputy Mayor. The current Deputy Mayor's term expires on October 31, 2026, and Council must elect a Deputy Mayor for the one-year term beginning November 1, 2026.

In accordance with the Policy, Council annually elects one of its members to serve as Deputy Mayor. The Deputy Mayor performs the duties outlined in the Policy and acts in the Mayor's absence when required.

Historically, nominations for Deputy Mayor have been held at a Council meeting following the conclusion of the previous term. All members of Council are eligible for nomination, provided they have not served two consecutive terms as Deputy Mayor.

It is proposed that nominations for the 2026-2027 term be conducted at the Special Council Meeting scheduled for November 3, 2026.

ATTACHMENTS

CBRM Policy Respecting the Deputy Mayor.

Report Prepared by: Jenna MacQueen, Deputy Municipal Clerk and Governance Officer

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Policy Respecting the Deputy Mayor

STATEMENT OF POLICY:

- It is the policy of the Cape Breton Regional Municipality (CBRM) to select a Deputy Mayor on an annual basis.

1.0 TERM OF OFFICE:

- The term of office for the Deputy Mayor shall be for one year running from November 1st to October 31st and all Council members are eligible to run for the office on an annual basis. The Deputy Mayor shall serve no more than two consecutive years (for clarity, an example in a four year term, a Councillor could serve as Deputy Mayor in year one and two, but would be ineligible for the third consecutive year, and would be eligible again thereafter.)

2.0 REMUNERATION:

- The remuneration for the office of Deputy Mayor shall be $5,000 per year.

3.0 ROLES AND RESPONSIBILITIES:

The Deputy Mayor, in addition to filling in when the Mayor is absent or incapacitated, shall:

- Be apprised of ongoing labour relations issues;
- May be Chairman of the Audit Committee;
- Be responsible for bringing the annual budget forward for Council perusal;
- Chair special committees as assigned by the Mayor or Council and report findings back to Council;

- Assume other duties assigned by the Mayor or Council.

Approved by Council: **January 20, 1998**
Amended by Council: **March 11, 2005**

Gardiner Mines Recreation Society – Request for Lease Renewal – Former Gardiner Mines School

Motion

Moved by Councillor Keagan, seconded by Councillor Saccary, that a recommendation be made to Council to approve the Lease Renewal between CBRM and the Gardiner Mines Recreation Society for a further ten (10) year period with all other terms to remain the same, and that the Mayor and Municipal Clerk be authorized to sign the Lease.

Motion Carried

Gardiner Mines Recreation Society – Request for Lease Renewal – Former Gardiner Mines School

Motion

Moved by Councillor MacLeod, seconded by Councillor Flynn, approval of the Lease Renewal between CBRM and the Gardiner Mines Recreation Society for a further ten (10) year period with all other terms to remain the same and that the Mayor and Municipal Clerk be authorized to sign the Lease.

Motion Carried

Cape Breton Regional Municipality
320 Esplanade
Sydney, NS B1P 7B9

STAFF REPORT

TO:	Mayor and Council
SUBMITTED BY:	Colin Fraser
DATE:	October 27, 2026
SUBJECT:	Gardiner Mines Recreation Society / Lease Renewal

RECOMMENDATION

That the Committee pass a motion to direct Council to approve a new ten-year lease with the Gardiner Mines Recreation Society on the same terms as the previous lease.

BACKGROUND

CBRM owns property located in Gardiner Mines and known as the Old Gardiner Mines School, which we have been leasing to the Gardiner Mines Recreation Society since 2016. The property is used as a community recreation space by the Gardiner Mines Recreation Society.

CBRM previously entered into a 10-year term lease with the Society with a term running from January 1, 2016 to December 30, 2026. The Society has contacted us to request that the lease be renewed. Under the terms of the current lease, the Society pays a nominal rent of $1.00 per annum to the CBRM. The Society is only permitted to use the property for the purpose of a recreational centre, and is responsible for all upkeep and maintenance of the property at its own expense. A copy of the previous lease is attached for reference.

We have reviewed this request internally with staff and they have identified no issues with this request. As such, we recommend entering into a new lease on the same terms as the previous lease.

A copy of this report can be obtained online at www.cbrm.ns.ca or by contacting the Office of the Municipal Clerk at 902-563-5010.

Report Prepared by: Colin Fraser

THIS INDENTURE made in duplicate this 28th day of September, A.D., 2015

BETWEEN:

CAPE BRETON REGIONAL MUNICIPALITY, a body corporate and politic in and for the Province of Nova Scotia
(hereinafter referred to as the "Landlord")

OF THE ONE PART

AND

GARDINER MINES RECREATION SOCIETY, of Gardiner Mines, in the County of Cape Breton, Province of Nova Scotia
(hereinafter referred to as the "Tenant")

OF THE OTHER PART

WITNESSETH that in consideration of the rents, covenants and agreements hereinafter reserved and contained on the part of the Tenant to be paid, observed and performed, the Landlord hereby demises and leases unto the Tenant all those premises situate at Gardiner Mines, in the County of Cape Breton, Province of Nova Scotia, known as the Old Gardiner Mines School (hereinafter called the demised premises).

TO HAVE AND TO HOLD the demised premises unto the Tenant for a term of ten (10) years commencing on the 1st day of January, 2016, and thenceforth fully to be completed and ended on the 30th day of December, 2026.

PROVIDED HOWEVER that this lease shall automatically terminate upon the occurrence of either of the following situations:

1. Mutual agreement of the parties hereto:
2. If the premises are damaged by fire and not repaired or restored by the Tenant within sixty (60) days following the fire;
3. In the event that the premises cease to be actively used for recreational purposes;

YEILDING AND PAYING therefore during the said term the sum of One ($1.00) Dollar payable on execution hereof.

THE TENANT covenants, promises and agrees to and with the Landlord in the following manner:

1. The Tenant agrees that the demised premises shall be used only for the purpose of a recreational centre.
2. The Tenant will, at all reasonable time during the term of this lease permit the Landlord to enter the demised premises to inspect and examine the condition thereof and to make any repairs or alterations to the structure should it so desire
3. The Tenant will provide and pay for all charges for electrical energy that may be used in connection with the demised premises.

4. The Landlord shall not be liable to the Tenant or any other person for any injury or damage sustained by any other person or property at any time regardless of the cause, in or upon the demised premises.

5. The Landlord will not be responsible for any repairs or maintenance to the demised premises and does not render any services whatsoever in regard to the demised premises.

6. The Tenant may, at his own expense, make any minor alterations with the written approval of the Landlord.

7. The Tenant will at the expiration or sooner termination of the term of this lease peaceably and quietly surrender and yield up to the Landlord the demised premises and all fixtures and additions thereto in good and substantial repair in all respects.

AND THE LANDLORD covenants, promise and agrees with the Tenant in the manner following:

1. The Landlord will not interfere with the Tenant's quiet enjoyment of the demised premises, subject to this lease.

IN WITNESS WHEREOF the parties hereto have executed these presents by affixing their corporate seals hereto attested by the hands of their proper signing officers, duly authorized on their behalf.

SIGNED, SEALED AND DELIVERED in the presence of

[redacted]

Witness

[redacted]

Witness

CAPE BRETON REGIONAL MUNICIPALITY

[redacted]

Mayor Cecil P. Clarke

[redacted]

Municipal Clerk Deborah Campbell

GARDINER MINES RECREATION SOCIETY

[redacted]

Per:

[redacted]

Per:

Elaine Riley

From: Elaine Riley
Sent: Wednesday, July 08, 2015 1:19 PM
To: 'Debbie Allen'
Subject: Lease Agreement / Gardiner Mines Recreation Society & CBRM

Hi Debbie,

The lease agreement has been signed by the Mayor and Clerk on behalf of CBRM. The document will now need to be signed on behalf of the Gardiner Mines Recreation Society. Please contact me to make an appointment for two of your signing officers to come in to finalize the execution of the document. If you have a legal seal please be sure to bring that along as well.

I am on vacation from July 13-17, returning July 20.

Looking forward to hearing from you at your convenience.

Kind regards,
Elaine

Elaine Riley | **Executive Assistant to the Regional Solicitor**
CBRM Legal Dept | 320 Esplanade, Sydney, NS B1P 7B9
☎ 902-563-5045 | 902-563-5137 | emriley@cbrm.ns.ca

Cape Breton Regional Municipality
Contract Review

Legal Dept

Contract Originating Department

June 27, 2014

Date

RE: CBRM & Gardiner Mines Recreation Society
Lease Agreement / Old Gardiner Mines School

Circulation/Review

Legal Department

CBRM

Clerk's Office

M·E·M·O

320 Esplanade Sydney, Nova Scotia, B1P 7B9 902-563-5021

To: Demetri Kachafanas, Regional Solicitor

From: Deborah Campbell, Municipal Clerk

Date: May 25, 2015

Subject: Gardiner Mines Recreation Society – Request for Lease Renewal – Former Gardiner Mines School

At the CBRM Council meeting held on May 19th, 2015, the following motion was passed;

Motion:
Moved by Councillor MacLeod, seconded by Councillor Flynn, approval of the Lease Renewal between CBRM and the Gardiner Mines Recreation Society for a further ten (10) year period with all other terms to remain the same and that the Mayor and Municipal Clerk be authorized to sign the Lease.
Motion Carried.

Please take the necessary action to comply with this directive.

Deborah Campbell
Municipal Clerk

/slb

Clerk's Office

CBRM

M·E·M·O

320 Esplanade Sydney, Nova Scotia, B1P 7B9 902-563-5021

To: Demetri Kachafanas, Solicitor

From: Deborah Campbell, Municipal Clerk

Date: May 6th, 2015

Subject: Gardiner Mines Recreation Society - Request for Lease Renewal - Former Gardiner Mines School

At the General Committee meeting on May 4th, 2015, the following motion was passed:

Motion:
Moved by Councillor Keagan, seconded by Councillor Saccary, that a recommendation be made to Council to approve the Lease Renewal between CBRM and the Gardiner Mines Recreation Society for a further ten (10) year period with all other terms to remain the same, and that the Mayor and Municipal Clerk be authorized to sign the Lease.
Motion Carried.

Please take the necessary action to comply with this directive.

Deborah Campbell
CBRM Municipal Clerk
/slm

C: Council Pending file

Cape Breton Regional Municipality
320 Esplanade
Sydney, NS B1P 7B9

INFORMATION REPORT

TO:	Mayor Clarke and Members of Committee of the Whole
SUBMITTED BY:	Tyson Simms, Director, Planning and Development
DATE:	October 26, 2026
SUBJECT:	Coastal Conversations with CBRM

The Cape Breton Regional Municipality (CBRM) has received funding from the Nova Scotia Federation of Municipalities' Coastal Planning Support Program to gather input from residents and stakeholders about coastal protection and coastal development. The results will provide Council and staff with a better understanding of community concerns regarding coastal hazards, such as sea level rise and more frequent and intense storms.

CBRM has hired We6 Consulting Group to design and deliver a public engagement program focused on coastal protection and development. The We6 team will be working to identify local values, concerns, and expectations around coastal land use. This program will also help build local knowledge and capacity about climate change, coastal hazards, and the risks they pose.

An initial round of public engagement will take place during the week of November 2nd to 6th, in the form of Coastal Conversations. For those who are unable to attend the in-person sessions, a virtual Coastal Conversation will be held on Monday, November 9th, at 6:00 p.m. Information about these meetings is provided in the attached poster (Attachment A) and on the CBRM website at **cbrm.ns.ca/coastalconversations**. Part of this project includes a community survey. Everyone is welcome to share their thoughts on coastal priorities by filling out the online survey before November 15, 2026. All survey responses are anonymous.

Following this initial engagement, the consultant team will provide a 'What We Heard Report' which will be presented to Council and made available on the CBRM website. We look forward to your participation in these sessions and to continuing our conversations and building our climate resiliency as a region.

For additional information regarding the upcoming sessions, please reach out to CBRM planning staff and our consultant team at tracey@we6planning.com.

Coastal CONVERSATIONS

Join us to share your thoughts and priorities for our coastline and its future.

Tuesday, November 3
1:00 - 3:00 PM
East Bay Fire Hall

Wednesday, November 4
6:00 - 8:00 PM
North Sydney Firefighters Club

Thursday, November 5
1:00 - 3:00 PM
Marion Bridge Rec Hall

Thursday, November 5
6:00 - 8:00 PM
Glace Bay Miners' Forum

Learn more at **cbrm.ns.ca/coastalconversations**

Scan the QR code to complete an online survey



Cape Breton Regional Municipality

Wondering if your property may be at risk from coastal hazards?
Check out the Province of Nova Scotia's **Coastal Hazards Map**.

Parade Safety

Motion

Moved by Councillor Bruckschwaiger, seconded by Councillor Prince, to approve the CBRM Parade Safety and Rules as presented.

Motion Carried

Motion:

Moved by Councillor Bruckschwaiger, seconded by Councillor George MacDonald, to approve the staff recommendation to limit all parade routes in CBRM to a maximum of 4 kilometers in length.

Motion Carried

Motion:

Moved by Councillor Gillespie, seconded by Councillor Marshall, to approve the staff recommendation that all parades held in CBRM must be held during daylight hours and under adequate visibility conditions.

Discussion:

- Community Christmas light-up events and festivals
- Taking traditions away from communities
- Citizens engage in parades and encourage community spirit
- Increasing safety and risk mitigation
- Support from Recreation for Festivals
- Dark by 4:30 p.m. in December
- This is a recommendation from Police
- Increased risks at nighttime
- Personal and parent/guardian responsibility during event participation
- Automobiles parked on side of road in parade route
- Parade entrants throwing candy into the street
- Rotating Regional parades
- Yarmouth Tragedy
- Weekend parades
- CBRM insurance provider suggests that there shall be no parades

during dark time hours

- Close streets during parades
- Halifax daytime and nighttime parades
- More public consultation required
- Safety regulations specific for nighttime parades
- There were incidents that took place during daylight in CBRM

Motion Carried

Evening Parades

Motion

Moved by Councillor Paruch, seconded by Councillor MacMullin, to rescind the motion of Council October 19, 2019, banning nighttime parades in the CBRM; and for staff to review and recommend changes, and amend the Parade Safety & Rules as needed to permit the safe hosting of community parades during evening hours.

Discussion:

- Past incidents that occurred during daytime and nighttime parades
- Community groups host parades
- Priority is public safety
- Police resources needed to ensure parade safety
- Stationery and hybrid models of parades
- Insurance policies and regulations
- Parade request requirements
- The support of police decisions regarding parade requests

Motion Carried

Nighttime Parades in CBRM

Motion:

Moved by Councillor MacNeil, seconded by Deputy Mayor Paruch, that Committee of the Whole recommend to Council to direct the CAO, working with the Chief of Police, to bring a report back to Council at the November committee of the whole meeting outlining where and how nighttime parades can be safely held in CBRM, including any safety requirements, policing needs and costs, so communities can plan nighttime parades for December.

Discussion:

- Previous council motions regarding parades
- Support for the return of nighttime parades and the value as a community tradition
- Need for clear guidance and collaboration among Council, Police, and community organizers
- Clarification regarding permits, road closures, and public safety requirements

Motion Carried

Nighttime Parades in CBRM

Motion:

Moved by Councillor MacNeil, seconded by Deputy Mayor Paruch, to direct the CAO, working with the Chief of Police, to bring a report back to Council at the November committee of the whole meeting outlining where and how nighttime parades can be safely held in CBRM, including any safety requirements, policing needs and costs, so communities can plan nighttime parades for December.

Discussion:

- Nighttime parade permits and public safety considerations
- Councillor Eldon MacDonald raised a point of order, expressing concern that the discussion was not relevant to the matter before Council. The Chair ruled that the discussion was relevant and allowed debate to continue
- Public safety concerns
- Police will review practices in other municipalities and report back with options
- Hot August Nights event

Motion Carried

Cape Breton Regional Municipality
320 Esplanade
Sydney, NS B1P 7B9

STAFF REPORT

TO:	Mayor and Council
SUBMITTED BY:	Stephen MacKinnon, Interim Chief of Police
DATE:	October 27, 2026
SUBJECT:	Nighttime Parades in CBRM

RECOMMENDATION

- It is recommended that Council approve enhanced safety requirements to the CBRM parade safety rules and provide additional municipal resources to be able to safely accommodate nighttime parades.

ORIGIN

At the October 6, 2026, Council meeting, a motion was passed that "*Council direct the CAO to request the Chief of Police to bring a report back to Council at the November committee of the whole meeting outlining where and how nighttime parades can be safely held in CBRM, including any safety requirements, policing needs and costs, so communities can plan nighttime parades for December.*"

LEGISLATIVE AUTHORITIES AND RELATED POLICIES

CBRM Parade Safety Rules, 2019 (attached)

Municipal Government Act (s311)*:* CBRM Council has appointed the Chief of Police as Municipal Traffic Authority, whose role is to provide for the safe regulation of public streets, pursuant to the *Traffic Safety Act*, *Municipal Government Act* and any applicable by-laws and policies of the CBRM.

PURPOSE

- Council has requested a report from CBRPS identifying where and how nighttime parades could safely be held, after rescinding their ban in November 2023. This report examines practices in comparable Nova Scotia municipalities, identifies operational and public safety considerations, and outlines options for Council's consideration.

BACKGROUND

- On October 19, 2019, CBRM Council passed a motion that banned nighttime parades in the CBRM, resulting from safety concerns after a child's death during a nighttime Christmas parade in Yarmouth (December 2018) as well as a child's injury during the CBRM Pride Parade (August 2019). In addition to the ban, CBRM also adjusted its Parade Safety Rules (attached), which remain in effect to date.

- On November 14, 2023, CBRM Council passed a motion rescinding the October 2019 motion and directed staff to review and recommend changes, including amendments to the Parade Safety Rules as needed, to permit the safe hosting of community parades during evening hours. No changes have been made, and no permit applications to host a nighttime parade have been submitted since this time.

- Community groups are responsible for registering their events in accordance with CBRM Parade Safety rules. Organizers submit a parade request form, including insurance information, to Recreation. Recreation then forwards the application to the Traffic Authority (Sergeant, CBRPS Traffic Safety Unit) to approve the proposed route and any required street closures. Once approved, the organizer coordinates directly with the Traffic Safety Sergeant to safely execute the movement of the parade.

- On October 6, 2026, CBRM Council passed a motion asking the Chief of Police for a report outlining where and how nighttime parades can be safely held in CBRM citing that they continue to lack clear direction on the requirements for holding nighttime parades and that community groups desire to host these events and need to know what they must include in their plans for holiday parades in December.

ANALYSIS / DISCUSSION

- Since the ban on nighttime parades in 2019, police continue to support daytime parades as the safest option for participants, spectators and motorists. Nighttime parades present increased risks to safety due to reduced visibility and require additional safety considerations, including: staff requirements for road closures, traffic control and crowd management, and increased administrative, insurance and liability considerations.
- A review of other Nova Scotia municipalities demonstrates that both daytime and nighttime parades continue to operate under a variety of models with operational controls including dedicated police deployments, volunteer support personnel, and mandatory float safety requirements.

Bridgewater	Nighttime holiday parade – YES (6 PM) 2km in length; 50-70 floats; supported by police and public works resources stationed at all intersections Holiday parade safety rules include: suggested safety equipment on floats (handles or harness); no movement between float participants and spectators; no throwing candy; proof of insurance; limits on combined size of vehicle and float (44'); and extra requirements for number and location of spotters for vehicles or floats larger than 18' (1 per set of axles on each side of vehicle)
Halifax	Nighttime holiday parade – YES (6 PM) 2.5 km in length; 50+ floats; supported by police resources (a 20+ member Traffic Safety Unit) and community sponsors to close the route to all traffic. Rules and regulations include: limits on dimensions of floats and towing vehicles (13.6' H x 8.5' W x 53' L – 40' max for flatbed and 20' max for vehicle); required safety equipment on floats (rails and skirting); number and location of spotters walking with each float (4, one at each corner); no movement between floats and participants; no throwing candy; proof of insurance.
Kentville	Nighttime holiday parade – NO Tree-lighting ceremony with 20-minute road closure

New Glasgow	Nighttime holiday parade – NO, as of 2026; previous years – YES 2km in length; 25 floats; supported by resources from police, fire, crosswalk guards and youth programs.
Truro	Nighttime holiday parade – YES (4PM) 7km in length; 75 floats; supported by police and Ground Search and Rescue volunteers to block intersections.
Yarmouth	Nighttime holiday parade – NO Daylight-only parade Policy includes: limits on length of parade route (2.5 km); proof of insurance; numbers and location of spotters per float (2); numbers of event volunteers (6:1 ratio of persons per entry); no movement between participants and spectators.
CBRM	Nighttime Holiday Parade: Multiple holiday parades at various times Parade Safety Rules include: proof of insurance; number of event volunteers (6:1 ratio of persons per entry); numbers and location of spotters per float (2, on opposite sides and ends); additional walkers must be in front or behind float, not beside; no throwing candy; no movement between participants and spectators.

- The review demonstrates several consistencies in safety practices across municipalities (outside of CBRM) including those who facilitate nighttime parades – namely, in route length, number of float entries, number and location of float spotters and additional support resources to assist police with traffic control and spectator/pedestrian safety at all intersections and entrance / exit points, for the entirety of the parade route.

  It is also worth noting that other municipalities have 1 holiday parade, whereas CBRM currently facilitates multiple holiday parades each season, across multiple locations and dates, which presents a significantly higher demand on municipal resources.

Considerations for CBRM

- To safely facilitate nighttime parades in its communities, the CBRM should adopt the identified best practices from across the province and amend its Parade Safety Rules to include the following enhanced safety measures:

    - A route length limited to 2.5 km
    - A maximum of 60 parade entries
    - An increased number of spotters (4) required to be provided by each parade entry, to be placed 2 on each side, with 1 at the front and 1 at the back of the vehicle

- Further, the CBRM needs additional resources from police and other municipal departments to adequately support traffic control measures at all intersections and entrance/exit points to restrict access to the entire parade route for the duration of the event.

IMPACT ASSESSMENTS

Financial Considerations

- Additional resources required from municipal personnel during parade events will incur additional wage costs that will need to be managed by each respective department within approved operating budgets. Each of these departments have collective agreements, and most parade events occur outside of normal working house and regularly assigned duties and will require overtime wages.

Legal Considerations

- CBRM Parade Safety Rules exist only as a document shared with applicants for their adherence, not as a formal bylaw or policy. This should be considered.

Enterprise Risk Assessment

- Existing CBRM Parade Safety & Rules clearly state that the event/parade organizer is responsible for all claims and damages occurring during or resulting from the event.

OPTIONS / ALTERNATIVES

Option 1: Amend the CBRM parade safety rules with proposed enhanced safety requirements and provide additional municipal resources for traffic control to safely accommodate nighttime parades.

Municipal departments will need to discuss how they can work together to appropriately meet the resource needs of applications for nighttime parades and develop appropriate bylaw or policy documentation as required.

This could be difficult within a short turnaround time for the 2026 holiday season; should there be challenges in meeting needs this year, the CBRM will implement proposed changes for the 2027 holiday season.

Option 2: With amended rules and additional municipal resources, facilitate **ONE** nighttime holiday parade for the entirety of the CBRM, as is done in all other municipalities in the province. This will allow municipal departments to focus resources on one location and one date, rather than across multiple events, which is more fiscally responsible.

Option 3: Continue supporting daytime-only parades consistent with current police position as the lowest risk to public safety with no additional operational requirements for any CBRM department.

Reference List

- Cape Breton Regional Police Service. CBRPS Nighttime Parades. n.d..
- CBRM Municipal Clerk. Evening Parades (memorandum to the Chief of Police). November 16, 2023.
- Cape Breton Regional Municipality. Nighttime Parades in CBRM (Council Agenda Request Form). September 29, 2026.
- Cape Breton Regional Municipality and Cape Breton Regional Police Service. Parade Safety & Rules. n.d..
- Truro Police Service. Christmas Parade Operational Information. n.d..
- Kentville Police Service. Extra Duty & Special Events Employment Policy. n.d..
- Halifax Parade of Lights Society. 2026 Holiday Parade of Lights Registration and Safety Rules. 2026.
- Town of Bridgewater. 2026 Christmas on the LaHave Parade of Lights Application and Safety Regulations. 2026.

CAPE BRETON
REGIONAL MUNICIPALITY

CAPE BRETON REGIONAL POLICE
"SERVING WITH YOU - FOR YOU"

PARADE SAFETY & RULES

The Cape Breton Regional Municipality and Cape Breton Regional Police reaffirm and implement the following parade rules for ALL PARADES occurring in the Cape Breton Regional Municipality.

Failure to adhere to the below rules and regulations could result in expulsion from a parade, cancellation of a parade and potentially hinder applications for future parades. Participants are advised to exercise due care at all times.

RESPONSIBILITIES OF PARADE ORGANIZER:

The event/parade organizer is responsible for all claims and damages occurring during, or resulting from, the event.

1. Regardless of the size of the event, CBRM requires the parade organizer to provide proof of liability insurance. The organizers must carry and maintain a minimum of $5 million liability insurance.
2. Parade organizer must have volunteers stationed along the parade route at a ratio of 6:1 (1 volunteer for every 6 parade entries).
    a. Each volunteer must wear a class 2 level 2 Safety Vest Safety Vest. Vests will be provided by CBRM Recreation. Vests will be collected at the end of the parade.
    b. Each volunteer must be well versed in the parade rules and monitor the entries to ensure the rules are being followed as the parade progresses.
3. Parade Organizer must host a public meeting prior to the parade date for parade entries to review the parade rules and discuss safety. CBRM Recreation will assist in facilitating this meeting.
4. Parade Organizer must ensure each Parade Entry has an appointed person of contact and that will sign off on the safety waiver and that they understand their responsibility for ensuring the below safety procedures are followed.

RESPONSIBILITIES OF EACH PARADE ENTRY:

The ultimate responsibility for safety lies with each individual parade entry. Entries must comply with all of the listed rules and responsibilities and must adhere to any relevant government regulations, safety codes, manufacturers' recommendations and similar standards necessary to safely operate floats and equipment.

1. All parade entries and floats must be registered with the Parade Organizers and appoint one person as a contact. This person must sign off on the safety waiver and rules.
2. Each parade entry must have a representative present at the public safety meeting organized by the Parade Organizers.
3. All parade entries must have current, valid liability insurance, inspection and plates, and be driven by a licensed driver.

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4. All entries must obey all applicable provisions of the Motor Vehicle Act.
5. All laws regarding distracted driving are still in effect, as per the Motor Vehicle Act: The use of handheld devices while operating a vehicle is prohibited.
6. All motorized parade entries must have two volunteer spotters, age 18 or older, to walk alongside their entry for the duration of the parade.
    a. Each spotter must wear a Class 2 Level 2 Safety Vest. Vests will be provided by CBRM Recreation and the Parade Organizers. Vests will be collected at the end of the parade.
    b. Spotters will watch their float for the duration of the parade to ensure rules are being followed by all participants.
    c. Spotters will be positioned on the left and right side of the float, on opposite ends (one near front, one near rear of float).
    d. Spotters must be physically able to walk the full parade route.
    e. Spotters must not wear any costumes that hinder visibility.
7. Once the parade has begun, no participant is permitted to get on or off a parade entry at any time for the duration of the parade.
8. Once the parade has begun, no entry may exit the parade route until the completion of the parade.
9. No entry is permitted to throw any items from a vehicle at any time during a parade.
10. Any entry with children on board must be accompanied by adults at a 6:1 ratio (1 adult for every 6 children)
11. No participant may have limbs dangling from a parade entry. Sitting on the tailgate or box of a truck is not permitted.
12. No participant may walk beside a float or motorized vehicle, but rather must walk in front or behind the vehicle. (Exception of this will be the 2 Spotters per entry)
13. No participant may approach the float, to retrieve items for example, once the parade starts.
14. Entries must follow pace set by lead vehicle and maintain safe distance between themselves and the entry ahead of them.
15. A maximum of 1 vehicle will be permitted per parade entry and must be decorated.
16. All entries must be decorated in some way to showcase theme of the parade (with the exception of Classic cars and those used for invited dignitaries.)
17. A float is not required for parade participation. Groups of individuals may walk in the parade if they wish.
18. The consumption of alcohol, cannabis or other illegal substances is strictly prohibited before and during the parade. Anyone suspected of being in violation of this policy or impaired by illegal or legal substances will be asked to leave immediately.
19. All mascots walking in the parade must have a handler walking with them.
20. No inappropriate music, including profanity, from the floats. Music should be family friendly.
21. Any running generators must have certified, tagged ABC Fire Extinguishers on board.
22. All floats carrying people must have appropriate body supports bolted to the float, such seatbelts, hand holds, or railings around the perimeter of the deck.

RESPONSIBILITIES OF VIEWING PUBLIC:

1. Do not stand or sit in the street during a parade.
2. Do not park along the parade route as it encourages the audience into the street to view the parades.
3. Do not attempt to cross the street in front of, or between, parade entries at any time.

PARADE ENTRY SAFETY WAIVER & SIGN OFF

I, the undersigned, as the contact person for the parade entry representing my organization, listed below, have read and understand the Parade Rules. My organization agrees to follow all traffic laws and the rules and procedures of the Parade Organizers and the CBRM. My organization's entry has current, valid liability insurance and be driven by a licensed driver. My organization is aware that there are always risks associated with participating in a parade. Having knowledge of these risks, my organization hereby assumes all risk of injury, damage and liability arising from such activities.

Name of Contact: _____

Organization: _____

Phone Number: _____

Signature: _____

Date: _____

Cape Breton Regional Municipality

City Hall
320 Esplanade
Sydney, NS B1P 7B9

COUNCIL AGENDA REQUEST FORM

X	**Included on Agenda** (Submitted to Municipal Clerk's Office by 4:30 pm seven days before the meeting)	**Late Item** (Submitted to Municipal Clerk's Office by Noon the day before the meeting)	**Request from the Floor:** (New Business) - Announcement - Referral - Submit Petition - Notice of Motion

Date of Meeting: 11/03/2026

Subject: Nighttime Xmas Parades

Motion for Council to Consider: Request the Cape Breton Regional Police Service provide supports for nighttime Santa Claus Parades hosted in CBRM communities, beginning in 2026

Rationale: Cape Breton Police Service collaborate with our local Fire Departments and Community organizations to help ensure nighttime parades can take place safely and in accordance with established public safety guidelines.

Outcome Sought: CBRM residents enjoy the magic and excitement of nighttime parades, with police supports, ensuring these community events are safe and successful.

Councillor Name **Date:** Dave MacKeigan	**Received by Clerk's Department (date):** October 29, 2026

Cape Breton Regional Municipality: Proclamation

Reinstatement and Municipal Allocation of One Percentage Point of the Provincial HST for Municipal and Local Infrastructure

Whereas: municipalities in Nova Scotia deliver and maintain the essential local services residents rely on every day, roads, water, wastewater, stormwater, fire protection, policing, solid waste, recreation, transit, accessibility, bylaw and planning services, and supports for housing, economic development, and public safety;

Whereas: during our new Council orientation, one statistic stuck with me: local municipalities own and maintain more than 60% of Canada's core public infrastructure yet receive only about eight to ten cents of every tax dollar collected. A clear imbalance between what we are responsible for and the revenue tools we are given;

Whereas: Nova Scotia municipalities depend heavily on property taxation, which the Property Valuation Services Corporation notes make up roughly 80% of most municipalities' revenue, placing real pressure on homeowners, businesses, and community groups;

Whereas: the Cape Breton Regional Municipality faces added challenges from its large geographic service area, aging infrastructure, and the need to support housing, population growth, economic development, and all core services without a property tax increase, in a time of rising costs;

Whereas: effective April 1, 2025, the Province of Nova Scotia reduced the Harmonized Sales Tax by one percentage point, from 15% to 14%, by lowering the provincial portion from 10% to 9%; and reinstating that single point for the purpose of municipal infrastructure would provide a stable, growth linked funding source without creating a new tax or adding to property tax pressure;

Whereas: predictable, formula based revenue sharing would allow municipalities to plan multi-year capital projects, align infrastructure investment with housing and economic development needs, rely less on competitive, application based grants, improve asset management, and deliver better long term value for taxpayers;

Therefore be it resolved: that Cape Breton Regional Municipality Council request the Mayor write to the Nova Scotia Federation of Municipalities, asking that this proposal be studied by the appropriate committee and, if deemed fit, advocated to the Province; and further, that the Mayor write to the Minister of Municipal Affairs, asking the Province of Nova Scotia to consider reinstating the one percentage point of its portion of the Harmonized Sales Tax and dedicating the full value of that point to a permanent Municipal Infrastructure and Equalization Revenue Sharing Fund, distributed through a transparent formula based on population, infrastructure need, and fiscal capacity, and incremental to, not a replacement for, existing statutory grants, Municipal Financial Capacity Grants, infrastructure agreements, or other provincial or federal funding currently provided to municipalities.

Councillor Steven MacNeil, District 8

NOVA SCOTIA
Municipal Affairs
Office of the Minister

PO Box 216, Halifax, Nova Scotia, Canada B3J 2M4 • Telephone 902 424-5550 Fax 902 424-0581 • novascotia.ca

October 13, 2026

Steven MacNeil
Councillor, District 8
Cape Breton Regional Municipality
Via Email: sjmacneil@cbrm.ns.ca

Dear Councillor Steven MacNeil:

Thank you for your email of September 28, 2026, regarding the potential reinstatement and allocation of one percentage point of the provincial portion of the Harmonized Sales Tax (HST) to support municipal infrastructure funding.

The proposal outlined in the resolution adopted by Cape Breton Regional Municipality Council has been noted. At this time, however, reinstating a portion of the provincial HST for municipal infrastructure funding is not under consideration by the Province.

While this specific proposal is not being pursued, the Department continues to work with municipal partners and stakeholder organizations on matters affecting municipal sustainability and infrastructure investment. The Province remains committed to supporting municipalities through existing funding programs, statutory grants and partnership opportunities that help communities address infrastructure priorities and support local growth.

The important role that municipalities play in delivering and maintaining local infrastructure and services for Nova Scotians is very much appreciated, and we thank you for sharing Council's perspective on this matter.

Yours truly,

[redacted]

Honourable John A. MacDonald
Minister of Municipal Affairs

c:Cecil Clarke, Mayor, Cape Breton Regional Municipality

PNS-76435/rm